

Organizational Commitment And Job Satisfaction Towards Employee Performance Among Libyan Banks: Literature Review

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ABSTRACT

The purpose of corporate statements and annual reports is mainly to document and establish the significance of humans as resources within an organization. This means for any organization's success and sustainability, there must be the right human personnel placed at the right place and time. As many corporations have attested, human resource, whether as executives with visions, specialists providing clients service or technological expertise, add value to an organization. Consequently, in an event when technology fails as a tool for development, human resource and the flair of management are the veritable tools for the success or failure of a corporation. This study aims to examine the effect of Human Resource Management Practices (HRMP and Leadership style (LS) on employee performance (EPB) and multiple mediating Organizational Commitment (OC) and Job Satisfaction (JS) among Libyan banks. Using literature review this paper tried to highlight the impact of human resource management practices and leadership style on organizational commitments. The results showed Even though there are very few studies in the Libyan context that discussed the significance of HRMP and leadership on employees' productivity and commitment, such studies are undertaken in the context of hospitals, oil, and petrochemical companies. Furthermore, there are few studies that discussed the effect of HRMP and the style of leadership on the way employees perform in the banking sector context, which is more regulated and operated in a competitive environment that requires allocating resources and improving the employees' performance to continue operating.

Keywords

Organizational Commitment; Job Satisfaction; Employee Performance; Libyan Banks; Literature Review

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Introduction

Obviously, it is the understanding of the dynamics of markets among organizations and their managers that results in the adoption of human resource as a proactive measure. Based on this, Pfeffer claimed that managers consider individuals in their organization as the most valuable strategic resources (Cooke, Xiao & Chen, 2021). To put it more succinctly, Human Resource in organizations having long-term objectives are invariably re-evaluated through the Human Resource Management (HRM) through adding value to them. It has been established that more attention has been given to HRM in recent times, especially as regards the effect of its practice on the performance of an organization and employees' attitude in the context of the third world. Nevertheless, the impact of HRM is an area that is not fully explored in studies and works within the context of developing nations (Amruthak & Geetha, 2021). This indicates that further review of HRM in Asia, Africa and the Arab countries is pertinent to meet up with the dearth of empirical research in the fields. Conducting an examination within the area is equally significant with the view to compare findings, previous studies devoted to HRM work talent focusing on several industries at given times (Masoud & Vij, 2021). Other studies have also revealed that focusing on a specific business is more beneficial in HRM examination in addition to highlighting the HRM best practices, Management variables and individual worker talent activities (Triana, Gu, Chapa, Richard & Colella, 2021).

Since the beginning of HRM construct in the USA, it has received critical attention as regards particularly recognizing workers/employees as assets rather than liability (Belman, Druker & White, (Eds.). 2021). Notwithstanding accepting HRM as a novel Management practice construct, a universally accepted definition of the concept remains vague due to myriads of applications. So, Crumpton & Bird, (Eds.). (2020) advanced three basic approaches to HRM: (i), considering it as personnel management replacement, and just change the nomenclature; accordingly, (ii) considering HRM as just a concept recognizing and comprising roles and work descriptions of a personnel; (iii) holistically considering it as a new approach to manage organizations in a different way and to categorize HR into strategic management This third approach emphasizes utilizing the HR optimally. In a nutshell, HRM is seen as collected policies aimed at getting the best of structure incorporation, and employees' flexibility, quality, and commitment. In addition, leadership also affects the performance of an employee. That is, leadership style may improve or adversely affect the performance of an employee (Tran, 2020). Additionally, success of failure of an organization depends largely on leadership style (Novak, Breznik & Natek, 2020).

A study by Clack (2021) revealed that what motivates employees to put more effort and be proud of belonging to an organization is the degree of commitment of the organization. If employees are involved in the affairs of an organization, they invariably become committed (Clack, 2021). The performance of employees in an organization has been central to researches and studies. For a long,

researchers and professionals have explored ways to improve the capacity of employees' performance, which is multiple variants that all conform to a work (Chang & Hung, 2021). George, Aboobaker & Edward, (2020). revealed that an employee's job performance, which is a behavioral variable, is grossly influenced by employee satisfaction, which is an attitudinal variable. Job satisfaction is associated with the satisfaction of the worker, which is a higher-order need. So, based on the reviews above, a job is significantly influenced by worker's or employee's satisfaction. Nonetheless, this relationship requires further confirmation in studies (Madlala, 2019).

Generally, an employee's interaction or participation in an organization is an indication of satisfaction (Saputra, Surati & Saufi, 2019). Where there is no commitment, the interaction of an employee is often considered as an investment in the organization. Al-Fakeh, Padlee, Omar & Salleh (2020) discovered in a study that it is job satisfaction that connects the aims and goals of an organization to the staff as well as creates values to accept these goals and draw the employee to be committed to the sustainability of an organization and its membership. From a psychological point of view, Dordunu (2018) opined that the satisfaction of an employee draws him to other people and be able to imbibe the values of the organization that would ultimately bring effective organizational productivity. Even before these findings, it has been established that achieving the objectives of an organization largely depends on the satisfaction of the employee; even work is accomplished in real-time and with minimal resources. This is because employees become deeply committed to their works when motivated. The senior cadre in an organization also adds value from their stock of experiences, which invariably brings about the effective provision of goods, productivity, and competitiveness.

In the rapid changing business environment and the competition between organizations, employees' performance which, effects overall organization performance, remains as one of the main concerns for organizations. Low employees' performance which can be caused by, for instance, lack of resources, poor work environment, stress, etc. can involve legal risks in some cases (Meng & Berger, 2019). To improve employees' performance, leaders in organizations need to establish good working, implement adequate policies and procedures, and adopt better human resource management practices (HRMP). Additionally, few studies in the Libyan context focus on investigating the effect of HRMP and leadership style in relation to training, job turnover, and worker's performance while overlooking organizational commitment and employees' satisfaction in banks which has a key role in linking the effect of human resource management practices employees' performance. The existing empirical research indicates that the nexus between HRMP and leadership style with employees' performance is not straightforward with mixed findings on the relationship between HRMP including training and employees' performance.

The effect of OC and JS as mediating variables on the relationship between HRMP and leadership style with EPB is discussed in the extant literature. Naz, Li, Nisar, Khan, Ahmad & Anwar (2020) discuss the significance of OC to

understand the effect of HRMP on EPB. Moreover, a positive significant and direct relationship between style of leadership and OC is reported. Furthermore, a positive significant relationship is found between leadership style and JS through perceived organizations politics and organizational justice, respectively. Nevertheless, there is a limited number of studies examining the influence of HRMP and leadership style on employees' performance through job satisfaction and organizational commitment. Therefore, it is recommended to re-investigate these relationships into other services industries and contexts (Alazmi & Alenezi, 2020). See Fig. 1

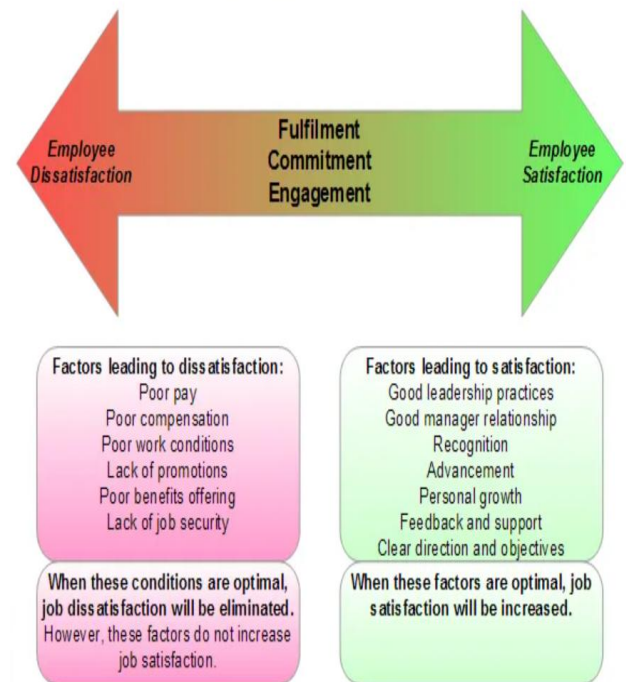


Fig. 1 Job Satisfaction Model. Source: <https://talentedapps.wordpress.com/>

This study, hence, attempts to fill the gap in literature by examining the mediating effect of job satisfaction and organizational commitment on the relationship between HRM practices and leadership style on employees' performance in the Libyan banks. If the problem of low employees' performance continues, banks in Libya might lose their market share, important stakeholders like existing customers and new ones, and in some cases, banks might not be able to continue operating. Also indicated in the results of his study to the poor performance of employees in commercial banks, as a negative impact on the level of their performance and the level of services provided by them. This study may, thus, benefit policymakers, researchers, practitioners, students, native and foreign entrepreneurs in the Libyan banking sector when it comes to information and knowledge on the relationship among the mentioned variables. This study aims to examine the effect of Human Resource Management Practices (HRMP and Leadership style (LS) on employee performance (EPB) and multiple mediating Organizational Commitment (OC) and Job Satisfaction (JS) among Libyan banks

Literature Review

Human Resource Management Practices

Considering the more difficult, unstable, and more competitive global market, many organizations have focused on HR practices to overcome challenges and gain competitive advantage. Human resource practices (HRM) may enhance skills, knowledge, creativity, synergy, commitment, and results of the organization. Therefore, human resource management is a basis for achieving the goals of organizations in various fields (Shehata, Montash & Areda, 2020). In addition, it is a system that defines the attitude and behavior of workers and builds the relationship between the employer and the employees, which motivates employees to make more efforts based on creativity and innovation and helps the company to achieve its goals and motivate employees (Khalid, 2020). As the business faces more development and changes, the human resource department can overcome various challenges by introducing different practices that increase worker satisfaction and commitment. See Fig. 2

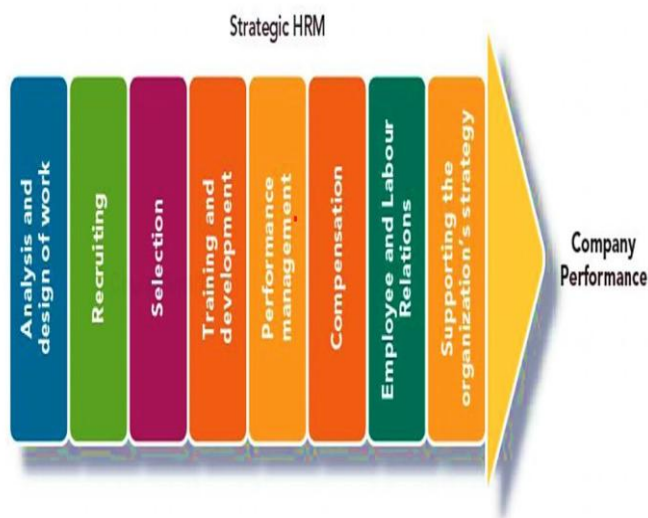


Fig 2 human resource management practices. Source: <https://ukdiss.com/>

These structured practices help to perform better (Alserhan & Shbail, 2020). Human resource functions include many practices such as training and development, reward, performance evaluation, job analysis, recruitment and selection, employee relationship, employee empowerment, and social support. All these practices must be built to achieve a high level of satisfaction and commitment and thus achieve the best performance for employees. Hence the overall performance of the organization (Mousa & Othman, 2020). According to Hamiza & Francis (2020), leadership is the process of influencing others to work willingly toward an organizational goal with confidence. Leadership is the art of influencing people so that they will strive willingly towards the achievement of group goals. Leadership is the incremental influence that a person has beyond his or her

formal authority. Generally, leadership can be conceptualized as a process of influencing others towards the achievement of some common goal.

Employees Performance

The performance stack of the employees depends on several factors. These include the in-time and the time-out of employees, the over timing, the time taken for breaks, the amount of work generated per hour along with the dedication towards the work (Pedulla, 2020). The absenteeism and other factors also contribute a lot towards the successful measurement of employee performance. The scorecard of the following is generated by the HRM team at the end, and the employees' salary and perks would be increased over time by the following method. The benefits of the employees, as far as the employee performance is concerned, are also told by the HRM team to the employees at the time of induction or training.

The HR department can be considered as primary to the proper administration for the performance management within the system. A cooperative and educated HR team is a big asset to the organization for measuring the employee performance. The manager's performance should also be measured along with the performance of the employees. The HR team also ensures a proper communication between the managers and the employees for doing something better regarding the fulfillment of the company objectives. The HRM department also communicates with the workforce as a whole or separately about the requirements and scores in relation to the employee performance (Kaufman, Barry, Wilkinson & Gomez, 2020).

Notwithstanding, the main objective of the presence of administration in an organization is to ensure the achievement of goals for which the organization was created. In other words, the fundamental key to ensure and confirm the achievement of goals is to plan activities that would help in achieving these goals. This is by taking into consideration that to achieve performance in its best form, one must provide all materials, human and moral, requirements in parallel with paving the way to the administrative status conditions; in addition to providing information and performance oriented defined standards. Therefore, performance concept had several definitions, as a matter of fact. According to the previous concepts, the performance "is a meaningful and functional behavior carried out by an individual to perform his job tasks according to certain standards of achievement". Many researchers and specialists have dealt with the impact of the electronic human resources on performance, while these studies had confirmed that the integration of technology with the human resources department contributes to increasing the efficiency of human resource management processes.

Conversely affecting positively in the staff interaction through communication processes among them and on the other hand, in addition to the development of work procedures and the measures of the required skills, for either the Human Resources Management or all organization working individuals (Doz, 2020). The infrastructure for the electronic systems of human resources has an obvious effect

on employees' performance efficiency. It is worthy to mention that the use of modern technologies in human resources management reduces the administrative costs resulting from individual operations from one side and reduces the period of polarization and recruitment from another side. Furthermore, the development of individual interaction with various activities such as determining the benefits and compensation package, and training through the internet and many other benefits related to the functions of the human resources management, therefore; the organization acquires many other benefits from using it as an example of these benefits.

Expectancy Theory

In 1965, Victor Vroom offered a definition of theory of performance management as a process in which "individuals behave in a specific manner because they get motivated by the desirable outcome of such behaviour" (Bhattacharya, 2016). His postulation on the concept reveals that the behavior, knowledge of the individual abilities and skills significantly affect quality and production of performance. It reveals that there are basically three things that motivate an employee in a workplace: efforts, performance, and outcome. Vroom further reveals there are three that account the work an individual performs in a workplace: Expectancy, instrumentality, and employee expectations. Individual expectations from the job and availability of equipment and scope of work also significantly affect performance under the theory.

Vroom (1965) questioned the individual expectation on employees within many aspects, which include money, interest, satisfaction, and career development during working in an office in the original study. The theory aids the subdivision of the motivational progression into the appropriate and effective approach, hence the significance of its application. However, to meet their needs through structural and administrative processes, organizations can only rely on expectancy theory in order to attain the highest result from the ability, knowledge, skill level and hopes of employees (Latham, 2012). Conversely, the theory of expectancy is also practical to categorize those variables that directly motivate employees separately in the company (Evans & Dion, 2012). Clearly, this theory provides impetus in determining the elements that stimulate and impact on applicants to join a new company or business. This is largely based on the necessities, objectives and past experiences in the case of recruitment and staffing of the employees, (Judge et al., 2014). See Fig. 3

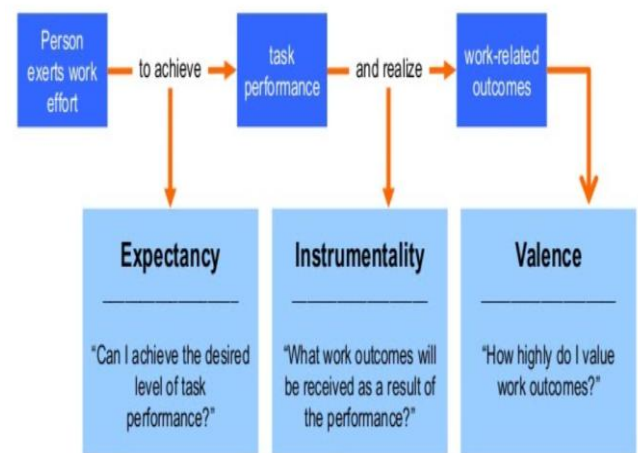


Fig. 3 Expectancy Theory. Source: <https://wikispaces.psu.edu/>

In the case study presented above, it can be discovered that it is the manner in which an employee's efforts translate to good performance appraisal that would lead to organizational rewards, which would additionally lead the employee in strategizing for his personal goals (Parijat & Bagga, 2014). Scholarly papers on Expectancy Theory have argued that the theory shows a substantial connection between rewards and the amount of work needed to be undertaken to achieve the reward. Additionally, Expectancy theory also reveals the way an employee puts effort to reach his individual goal. There are four main components in the theory: Effort, Performance, Rewards and Personal goals (Salaman et al., 2005). Once employees have put their efforts leading to a good performance, it leads to a reward such as promotions, bonuses, salary increments etc. The reward that the employees receive would eventually lead to satisfaction and achievement of their personal goals (Lunenburger, 2011).

Research Methodology

This conceptual research paper reviewed the data from the scientific literature include books, reports, journals, apers, and conferences, as well as previous relevant topical studies, and tried to highlight the impact of human resource management practices and leadership style on organizational commitments. Even though there are very few studies in the Libyan context that discussed the significance of HRMP and leadership on employees' productivity and commitment, such studies are undertaken in the context of hospitals, oil, and petrochemical companies. Human resource theories helped to understand the topic and move the study further.

Discussion

The viability, with the consequent competitiveness in the labor market, of a company is invariably its primary goal (Cole, 2000). Organizations, thus, provide opportunities such as ongoing training of employees and development. Such training are not only in the employees' jobs but also in developing them for other jobs they may need later

(Armstrong, 2006). As observed in the hierarchy of needs, individual satisfaction is a key to the understanding of employees' distinct performance. It is what facilitates their orientation towards the required tasks. As Humes (2000) observed, people are different; they vary in terms of needs, aspirations and attitudes.

Also, their desires in responsibility are dissimilar, just as their capabilities and different levels of knowledge and skills are. In the same way, Kantabutra & Avery (2003) observed that employees' performance in the organization must improve significantly whenever their needs are satisfied. This brings an individual measurement component of their duties, which must be using the appropriate tool. According to Biddle & Evenden (2002), performance is a form of behavior, which a Supervisor or Manager adopts in his relation with the subordinates. It is concerned with the way the manager exercises leadership and response that comes from subordinates. In management, performance is very important. It connects with all functions and it is in tandem with the style.

As Cohen (1991) observed, every business has its own style, which supports individuals in the performance of their tasks. Appearances such as in clique are not a blessing for professional managers; it is something leaders must discourage. As Cohen also noted, keeping ineffective CEOs for a long time due to benevolence is not helping such CEOs. What defeats the morale and vigor of the employees include bypassing the chain of power, reversing the decision, setting the head office against the branches, and vice versa by the superiors. Cohen concludes that the only persons that can prevent some of these practices from affecting employee performance are the managers and CEOs.

When observing performance appraisal, Stoner-Zemel (1988) noted that the job performance of the individual is evaluated by comparing it with the criteria established for the position of the individual. Carmeli (2001) concluded that if performance is low, then certain actions to remedy this are needed. This may be in a form of giving further training or demoting the employee. Where there is higher performance, what is required are rewards or promotions. Organizations strive to achieve their goals through high-performing individuals and to achieve a competitive advantage by providing their products and services (Pulakos, 2009). The significance of high performance also includes getting employee get task done. This brings about sense of mastery, pride, and comfort from the employee. When performance is low, then targets are not achieved. This is considered as unsatisfactory and an individual failure (Vanscotter & Cross, 2006). Also, where a Manager or a CEO appreciates a performance within an organization, it will motivate the employees.

It is not denying the fact that the global market has become unstable and more challenging making many organizations shift their focus to human resource practices. This is an attempt to overcome these challenges and achieve a competitive advantage that enables them to survive and deal with these challenges. In achieving the goals of an organization within the various departments and areas, human resource management is vital. This is because it

enhances human resource practices (HRM) skills, commitment, synergy, knowledge and creativity Harter et al., 2002; Cania, 2014). Additionally, HRMP defines the behaviors and attitudes of workers to build the relationships among subordinates as well as between subordinates and the superiors within the organization. This invariably would motivate them to put additional efforts based on creativity and innovation and consequently supports the organization in achieving its goals (Tan & Nasurdin, 2011). Different human resource practices must be introduced as organizations meet up new developments and continuous change. This is with the view to raise worker satisfaction that would surmount different challenges and support the organization accomplish more success (Armstrong, 2006).

The functions of Human Resource include recruitment and selection, training and development, rewards, job analysis, employee relations, employee empowerment, and social support. These functions must be developed for a better worker performance and satisfaction (Harter et al., 2002; Dessler, 2006; Majumder & Hossain, 2012; Albrecht et al., 2015) HRM organizational goals are pertinent in attaining organizational goals within different fields (Cania, 2014). Lots of studies revealed that human resources greatly influence the success or failure of organizations by creating a competitive advantage for them. (Moreau, 2016; Gould-Williams, 2003). Various organizations also adopt active (HRM) policies to get better satisfaction with employee performance. Thus, these organizations obtain financial and organizational results to raise their levels.

There are positive impacts on the organization's performance and employee satisfaction by implementing human resource management practices, Lots of studies conducted on profit organizations (FPO) demonstrated this Guest, 1997; Ridder & McCandless, 2010; Winne & Sels, 2010; Vermeeren et al., 2014). In serving the needs of different stakeholders more effectively, non-profits organisations (NPOs) are becoming more flexible and responsive due to increased expectations to efficiently utilize their scarce resources (Ridder et al., 2012; Akingbola, 2013). In addition, NPOs must show accountability and compliance to funders and priorities. They must also provide a broader set of quality services. Market-related competitions are also increased (Frumkin & Clark, 2000; Hay et al., 2001).

Based on these needs for performance improvement, human resources management invariably enhances the effectiveness and efficiency of non-profit organizations. Given that employees are the foremost means for achieving organizational goals, then it is investing in practices that enhance human resource management skills. Involving them in decision-making and motivation are the practices to support organizations overcome challenges (Parry, 2005; Conway & Monks, 2008). Many researches have examined the relationship that exists between the performance of employees and human resource practices (Shakeel & Lodhi, 2015; Korde & Laghate, 2015). Additionally, Equally examined are the effect of HR practices on behaviours of employees, such as engagement and loyalty were also examined (Si & Li, 2012).

A study on the link between the performance of an employee and human resource management practices by

Choon & Corresponding (2018) focused on practices such as training & development, performance & appraisal, compensation & benefits and work-life policies. The study found that training and development as well as performance appraisal and training are linked to the performance of an employee. In addition, the study revealed that training & development significantly influence the performance of an employee. Performance appraisal came next. What has no connection whatsoever, as revealed by the study, are compensation and benefits and work-life policies.

Based on the result of regression and correlation, however, a study revealed a link between compensation, performance evaluation and promotion and the performance of an employee (Farooqi, 2018). Yanqing et al., (2017) study that calculated financial performance and labor productivity also showed a connection between the adoption of a formalized human resource (HR) practices and SME performance. In the same vein, a study by Nayyab et al., (2011) discovered banks performance are increased by HRM practices. Further, the study revealed a connection between HRM practices, such as training, employee participation in decision making and performance of the banks. Soomro et al., (2011) also found a correlation between the following HR practices: compensation, performance appraisal, job definition, training, selection, career planning and employee participation. Kumari & Dubey, (2018); Tabouli et al., (2016) as well found a connection between the performance of an organization and the following HR practices: training & development, effective recruitment & selection, performance appraisal, and reward. According to Kumari & Dubey (2018) there is a connection between the performance of an employee and HRMPs such as selection & recruitment, training & development, compensation & incentives, performance appraisal.

An important aspect of human resource development is training. There are studies also that found the relevance of good management and leadership in order to translate the vision statement of an organization, and for the attainment of its objectives for effective performance (Cole, 2000). Significant factors regarding employees' career are giving them the privilege of training and development. These factors are assessed in the process of recruitment. In another study, Bartlett (2001) also found a connection between training in workplace and commitment. From an employee perspective, a training received is related to a job satisfaction. This is so because employees value a job that offers training opportunities, which would invariably offer them the drive to give customer satisfaction. As employees are satisfied, they increase their performance level. The training of employees is an indication of employers strong commitment to them and their value, Schmidt, (2007) study on the connection between workplace training and overall job performance revealed that performance of an employee on a job is largely determined by the time spent on training and the level of experienced acquired through training.

So, the quality of training affects employee performance to a great extent (Kepha, 2015). Training affect performance positively and determine employee's stay on the job. It has been established that lack of basic skills for a job affects employer satisfaction. Dissatisfaction is often caused when an employee lacks the requisite skills for the job and is

always struggling to get the job done. So, the friction between lack of skills and expected performance often cause job dissatisfaction for an employee. Armstrong (2006) suggested the importance of carrying out needs' analysis, which that takes employee into cognizance, before undertaking any training. In particular, Hussain et al., (2016) noted that, the employee needs to be developed by trained inclusively in order to save talent loss, which may affect performance of other employees and the whole organization. A widely accepted channel for employees' development is attending formal tertiary institutions to receive training (Foley, 2004). Today, competence and skills are recognized as important so are acquired and refined (Mozael, 2015). Over the past ten years, new changes have been realized in the field of education. These changes relate to the training and development of employees, through the development of knowledge acquisition and the growth of the economy (Powell & Snellman, 2004). The improvement of human resources through training is essential to the overall development of the staff; it brings about the achievement of organizational goals But, due to diverse human capital needs, training are tailored to suit different individuals in line with innovations and trends (Khan et al., 2016).

Human resource planning is generally considered a significant tool for any organization to succeed. One of the most significant role of effective resources management is the training and development of employees (Nelson & Wei, 2012). For organization's success in delivering good customer services, training and development is necessary. Training provides a workforce that is productive (Hyz & Pappas, 2005). Therefore, new professionals need training for their new roles for improved productivity. Trainings are also required for specific and new tasks. People need training even more in a situation of less development. This is so because tasks that become monotonous cannot be accomplished effectively (Imran & Tanveer, 2015).

The training and development of employees boost the staff strength of an organization. They are seen as important components of organizational strategy rather than issues that are just operational (Rowley, 1995). Without training there would be no skills to put for effective employee performance. This in turn leads to lack of self-satisfaction and customer satisfaction and ensuing lower productivity. But, where there is an effective training for the employees, they tend to know their area of coverage and the extend of the job. With training, also, employees would be able to contribute positively to their workplace and to their career in life. So, training and development are pertinent for organization's staff development and for human resource planning.

As highlighted by Armstrong (2008), under the general theories of recruitment, employees' request for a fit-in culture for their survival in a new job environment pressurizers the recruitment team in setting the organization culture that would bring good performance. Organizations should plan recruitment strategy. The plan of action of recruitment by organizations should be strategized to fill up positions. In a global community today, such plan of action should be tailored in such a way that advertisements through electronic media, print media, agencies and services, professional associations and internal resources, and schools

and colleges/universities forum are taken into cognizance while strategizing for different employees performance (Ngwenya & Ndlovu, 2003). In study Omolo et al., (2012) revealed a great positive correlation between selection of employment and performance. The study concluded employment and selection significantly affect the way small and medium-sized companies perform in the urban area of Kisumu. It found that it is necessary to know the appropriate strategy to adopt for recruitment and selection that would increase the performance of employees. Additionally, employee performance is closely related to recruitment, selection, and compensation (Al-Qudah et al., 2014; Sarinah et al., 2016).

According to Kepha (2015), the well-known process of recruitment by organizations include a behavior-based interview. This process helps in predicting future performance more than other processes such as situational interviews would do. As Anyamele (2002) stated, the theory of recruitment is 'a scholarly body of work about how people can most effectively be persuaded to apply for a job'. Ordinarily, if there are more applications, it gives an employer the chance to pick the best from among the many applicants. The processes of application focused more with how fit employees are to the position. Kamoche et al., (2004) revealed that what attract applicants to an organization is what they consider as a niche for them in the organization. This is known as "Person-Organization (P-O)" "fit". What employees consider as the employer's culture is always through evaluating the likely 'P-O fit' of an organization.

Recruitment is key to any management process. Failure in recruiting the best fit makes management of any organization difficult. It also affect staffing appropriately and profitability (Soliman & Spooner, 2000). As Gupta & Jain (2014) observed, selection of employees during recruitment is all about choosing the 'fit' candidates or rejecting them; it could also mean a combination of both. If there is a process of selection, the assumption is that there are many applicants out of which to choose the 'fit' (Gupta & Jain, 2014). The aim of selection is to find the best information about the candidates and assess whether they fit the position. Based on this, there are factors affecting getting such information (Becker & Gerhart, 1996). According to Armstrong (2009), ascertaining whether a candidate is suitable for a position is based on the assessment centers, interviewing panels, the individual interviewees and the selection boards. Despite a well-drawn plan on recruitment and selection process and involving a qualified management team in doing so, the process of recruitment and selection that organizations adopt may, however, come along with challenges. Theories of HRM provide an insight into the best approach to adopt using in-house management skills of generic theories specific to organizations.

This is a systematized assessment of the performance of an employee in his assigned job. It is meant to increase the self-esteem and motivation of an employee. According to Sels et al., (2003), opined, performance evaluation beeps the productivity of an employee, which consequently beeps performance of employees in an organization. Appraising performance of an organization improves its professional growth as it points out areas that need improvement. If

performance evaluation is transparent, employees tend to be motivated and work hard to achieve the objectives of the organization (Singh, 2004). if there is an appraisal, it increases employee's commitment and motivation to the job and positively affect the performance of the organization (Wan et al., 2002). What makes an organization succeed is the employees' willingness to give in their best (Ahmad & Schroeder, 2003) But when an employee is not satisfied, this leads to absenteeism and reduced turnover.

Involving employees in decision making empowers them to take actions relevant to their jobs. Organizations are also able to retain their best employees because they feel a sense of ownership and commitment to the workplace when they are involved. As well, it creates an environment in which employees are motivated to make their contribution. This influence their performance positively (Locke et al., 1997). So, the involvement of employees makes an organization succeed by increasing its productivity. It also keeps time for decision making, lowers the gap between subordinates and supervisor and supports a strong insight of teamwork among team. Smith, (1997) stressed that whenever employees are empowered, they release their full potential. Nykodym et al., (1994) similarly shared the same view and added that conflict among employees is removed when they are empowered.

Skilled employees can be hired through compensation. It can also be used to reward performance and encourage company loyalty. Compensation involves giving monetary value to employees for a good job. Compensation may come in a way of bonuses, increase in basic pay, payment for overtime, travel or accommodation allowance, medical allowance, stock options, profit sharing and commissions. A study conducted by Hay recently points out that 20% employees plan to switch their current positions in at least five years. Life turnover of an organization is mainly achieved through employee retention, which has been acknowledged in studies over the last years Frye (2004), revealed a connection between compensation and performance of an organization. As Frye (2004), revealed, strategies adopted for compensation are significant in the process of recruiting and retaining skilled employees. Performance-based compensation is the best option for most organizations for the purpose of rewarding employees and influences their performance (Collins & Clark, 2003; Brown et al., 2003). As Huselid (1995), revealed, there is a nexus between compensation and the performance of an employee. For an efficient employee performance, an effective HRM combines integrate performance and compensation system (Wright et al., 2003). As Tessema et al., (2006) indicate there is a connection between compensation and employee's performance. So, it is essential that employer sees compensation practices in a favorable light as they heavily influence the recruitment of an employee as well as productivity and turnover. Rewards: This is providing monetary value to employees when they perform a good work. Skilled employees can be hired through compensation. It can also be used to reward performance and encourage company loyalty.

Armstrong & Murlis (2007), observed that reward focuses on policies and strategies implementation for rewarding employees equitable, fairly, and consistently according to

the organization's values. Thus, reward means a 'positive value' an individual attributes to something, an act that is behavioral and physical. It is a system that performs various functions in an organization. Effective reward brings about more competition in an organization and makes it retains its best employees. Reward system also increases employee motivation and improves the organization's image, especially to important stakeholders or prospective employees. As Aydın, (2009), observed, reward can be done through motivation, empowerment or recognition to achieve an organizational effectiveness. To recognize and empower employees bring about positive effect on them and eventually lead to their better performance. It is, therefore, pertinent that organizations formulate policies, rules structure the organization, so that employees perform and appreciate them as achievements and fulfilled. Armstrong (2008), stated that there are several purposes that rewards serve. These include rewarding somebody for the value they add, developing a culture of performance, motivating personnel, and obtaining their engagement and commitment. Furthermore, Armstrong argue that the reward system adopts rules that consider its value, both financial and non-financial.

As Maslow (1971) illustrated, the process of motivating employees needs knowledge and intelligence for implementation because it is dynamic and complex. This is largely because motivation may not be necessarily the same for all individuals due to difference in likes and wants. Reward set can be concrete or intangible, it is given after the appearance of an action (i.e., behavior) with the aim of causing the behavior to happen again. The effect of reward would be greater if the reward given to the person immediately; it decreases if the duration lengthens. Action can become a habit if there is a repetitive action-reward combination. Motivation comes from both an individual and the other people known to a person (Neequaye, 2019). It includes achievement, work itself, recognition, responsibility, and advancement. In addition, Aktar et al., (2012), concurred that rewards have positive effects on Employee Performance.

Conclusion

Literature available revealed the nexus between performance and HRMP. Research that built such body of literature, which were carried out in indifferent countries and sectors, corroborated the positive connection between the performance of an employee and human resource practices. Hence, HRP significantly influence the increase of performance by employees. This makes an organization achieve their goal. As a result, human resource practice should be adopted by organizations as a fundamental means to attaining their goals. There are seven factors through which Human resource practices contribute positively to employees' performance. These are: employee empowerment, employee relationship, training & development, job analysis, reward, recruitment & selection, and social support. Therefore, it is through these factors that an organization selects the right persons with skills and abilities to provide the enabling environment. While applying the practices of human resources, Managers in

organizations are to apply them in the right manner. This is because the success of HR practices depends largely on the manner of enforcement. Attention must pay to greater details and mistakes should be avoided by managers while applying the practices to avoid the failure.

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